



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND
FORT MONROE, VIRGINIA 23651-5000

REPLY TO
ATTENTION OF

S: 1 Feb 07
17 Feb 07
20 Apr 07
27 Apr 07
4 May 07
11 May 07
1 Jun 07

ATCC-ZB

MEMORANDUM FOR

Commander, Eastern Region, U.S. Army Cadet Command
Commander, Western Region, U.S. Army Cadet Command

SUBJECT: Memorandum of Instruction (MOI) for the 2007 Leaders
Training Course (LTC) Educator/Nurse Educator Visit

1. Task. Cadet Command will conduct the 2007 Leader's Training
Course (LTC) Educator/Nurse Educator Visit from 9 to 13 Jul 07
at Fort Knox, Kentucky.

2. Purpose.

a. The primary objective of the visit is to provide
influential university personnel the opportunity to observe
and/or participate in the leadership training their students
experience at LTC. It is our goal to make these influencers
active supporters of their campuses' Army Reserve Officers'
Training Corps (ROTC) programs. When they depart, we want them
to have an understanding of the benefits of Army ROTC and the
mission of LTC. An enhanced benefit of the visit is educator
interaction amongst themselves and with military cadre. This is
a great venue to discuss ideas and gain insight on how to better
support ROTC detachments on campus. The goal is for each
brigade to send six influencers to the 2007 LTC Educator Visit.

b. In conjunction with the Educator Visit, LTC will host a
command-wide Nurse Educator Visit. Planning and execution for
this visit will capitalize on the systems in place to support
the Educator Visit, with additional opportunities for Nurse
Educators to become familiar with military medical practice and
to be briefed on current, real-world, medical operations from
Operation Enduring Freedom and/or Operation Iraqi Freedom
veterans. Each brigade's goal is to send four Nurse Educators
in addition to the six outlined above for a total of 10
educators. Additional slots are available as needed. All
requirements listed herein apply to both simultaneous visits.

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3. Concept. Educators travel at government expense, arriving at event hotel NLT 1800 hours, Monday, 9 July 2007 (Day 1). That evening, educators will attend an informal icebreaker with senior LTC cadre. Following breakfast on 10 July (Day 2), educators travel by bus to Fort Knox, are welcomed and receive an overview briefing. They will then visit and participate in training throughout this day and Day 4. Training events can include Cadet Combat Water Survival Training, Water Operations, High Rope Climbing Complex, Stream Crossing, and Rappelling. Participation in all training events is optional. Day 3 will consist of a discussion of the Leader Development Process and the ROTC Curriculum, Cadet and cadre forums, and a Nurse Educator break-out session. Breakfast will be a continental breakfast in the hotel unless noted. Lunch and dinner will be meals-ready-to-eat (MRE) at training sites, or hot meal with Cadets in a military dining facility. On Wednesday, 11 July, (Day 3), all educators will attend a semi-formal banquet hosted by the Eastern Region Commander from 1800-2100 hours at Fort Knox's Leaders Club. On Day 5, educators will check out of the hotel early, load busses and travel to Fort Knox to attend a Cadet LTC graduation ceremony. Educators will then receive their farewell by the Region Commander and be served a light snack. Buses depart Fort Knox for the Louisville airport not later than 12 noon. Travel time to the airport is approximately one hour. Educator return flights should not be scheduled prior to 2 p.m. Eastern Time. A tentative schedule of events is included with this MOI (Enclosure 1).

4. Responsibilities.

a. Headquarters (HQ), Eastern Region, S2 Division has lead staff responsibility for this event. Specifically, the Eastern Region Marketing Branch has responsibility for preparing and distributing Invitational Travel Orders (ITO) for all educators visiting LTC from both regions.

b. HQs, Western Region will assign a project officer whose primary function is to consolidate and ensure accuracy of data sent by Western Region Brigades prior to forwarding to the Eastern Region point of contact (POC). Provide the name and contact information (work phone and email address) to the Eastern Region project officer **no later than (NLT) 1 Feb 07**.

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c. Brigades in Eastern Region will assign a Brigade POC for the 2007 Educator Visit. This POC's primary function is to consolidate and ensure accuracy of the data sent to the Eastern Region POC. Provide name and contact information (work phone and email address) of Brigade POCs to the Eastern Region project officer **NLT 17 Feb 07**.

d. Professors of Military Science who send an educator from their schools must ensure compliance with all relevant portions of this MOI. Professors of Military Science must:

(1) Brief educators on the applicable aspects of this MOI. Additional information for potential guests is available on Eastern Region's web site:
http://www.usaac.army.mil/acce/ltc_edvisit_about.html; also click on the Photo Gallery under Educator Visit from the menu on the left.

(2) Designate a Cadre Banquet Escort (from his/her battalion or a sister unit) who will be at LTC when the educator attends the dinner banquet (11 Jul 07). Complete requirements outlined in paragraph 6 for the designated banquet escort.

(3) Secure a completed 2007 Educator Visit Reservation Form (Enclosure 2) from the invitee and forward it through brigade to region **NLT 4 May 07**.

(4) Make airline reservations through a government travel agency if the educator is traveling by plane. Ensure the reservations have been paid for once the Invitational Travel Orders (ITOs) are approved and sent to your battalion. Fax or email this itinerary as soon as possible, but **NLT 11 May 07**, directly to the Eastern Region POC. Be sure to include the GTR cost of this itinerary if not already listed on the document. Not all Carlson Wagonlit or SATO itineraries look the same; some may not list the cost.

(5) Assist their educator with the timely submission of travel expense claims once the educator returns home.

e. Professors of Military Science (PMSs) who are not LTC Cadre are not encouraged to accompany their educators to LTC unless they first obtain the approval of the LTC Commander.

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Eastern Region does not have hotel or transportation capacity to accommodate campus hosts not already serving at LTC.

5. Administration.

a. Selection of Attendees.

(1) Eligibility. The term "educator" applies to both faculty and staff. Civilian and university employees of Army ROTC Battalions, however, are not eligible. Educators should be chosen based on their potential to become more valuable influencers within the university community as a result of the visit. Consequently, invitations should not be treated as a reward for an active supporter; rather, they should be extended to those who are not supportive of, or are unfamiliar with, ROTC. Ideally, no educator who has participated in an Educator Visit to LTC in the last five years should be invited, unless approved by the Region Commander.

(2) Guests. Spouses and adult guests may accompany educators, but educators will bear any associated costs. Spouses and guests will not be permitted to participate or observe training conducted at Fort Knox. They are welcome and encouraged to attend the Day 3 symposium and banquet, and Day 5 graduations.

(3) Allocations. Eastern and Western Region Brigades should nominate a minimum of six educators and four nurse educators to attend the LTC Educator for a grand total of 140 educators.

(a) Battalions will invite their educator/nurse educator, collect their response, and report status back to their Brigade POC **NLT 20 Apr 07**. All Brigade allocations must be filled **NLT 27 Apr 07**. If not filled by this time, allocations will be cross-leveled by the Region POCs to another brigade or region with more nominations than allocations.

(b) Eastern Region Brigades and Western Region POC will telephonically confirm their intended invitees with the LTC Educator Visit POC before issuing an invitation. Past experience shows that this is necessary to keep from exceeding contracted lodging allocations.

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(4) Confirming Educator Slots:

(a) 27 April 2007. Brigades forward to respective Region POCs an attendee roster that includes the following information:

- Educator's full name and title
- Educator's university and office
- Educator's email address
- Names of guests that educators plan to bring
- Name of Cadre Banquet Escort, contact number, and LTC section/committee
- Educator's phone number, fax number and addresses/ phone numbers that they can be reached AFTER leaving campus for the summer

(b) Inform educators that they should receive mailings from Eastern Region HQs with trip information 2-3 weeks prior to their trip. Ensure the educator provides the address at which they wish to receive these materials after 1 Jun 07.

(c) 4 May 2007. Brigades forward to respective Region POCs a completed 2007 Educator Visit Reservation Form and travel itinerary for each attendee.

(d) 11 May 2007. Eastern Region Brigades and Western Region POC send fully completed and accurate forms for all their attendees to Eastern Region HQs.

b. Travel Arrangements and Orders.

(1) General. Authorized travel days are 9 - 13 July 2007 (for per diem purposes). Rental cars are not authorized. Government transportation will be provided from and to the airport, and between the hotel and Fort Knox. Educators who travel by Privately Owned Vehicle (POV) must leave their cars at the hotel and travel by bus to Fort Knox each day. Attendees may vacation in the Louisville area prior to or following the

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Educator Visit; however, meals, lodging, and transportation not provided by HQs, Eastern Region, are the responsibility of the attendee. Spouses and guests may accompany their educator to the symposium and banquet activities. Spouses and guests not wishing to accompany their educator are responsible for local travel arrangements and expenses.

(2) Invitational Travel Orders (ITOs). Eastern Region S2 Division will prepare and consolidate all ITOs for educators from both regions and forward to the resource management (RM) officer at HQs, Cadet Command, for final processing. The Eastern Region POC will receive completed ITOs from Cadet Command RM, and distribute to the educator as well as fax a copy to the battalion. Brigade POCs must verify battalion fax numbers with the Eastern Region POC in advance to ensure ITOs are returned to the battalions in a timely manner. **Battalions must then fax the ITOs to the respective government travel office (SATO or Carlson Wagonlit) so a government travel office may "ticket" passengers traveling by air.** Note: Government travel offices make reservations but do not actually pay for the tickets with accounting data until 1-3 days prior to the departure date. PMS/cadre must ensure that payment has been made.

(3) Travel by Commercial Air.

(a) Battalions are responsible for making airline reservations for their educator and providing him/her with flight itineraries and/or e-tickets/tickets from their supporting official travel offices. Purchase of airline tickets through a private travel agency is not authorized and reimbursement for such tickets CANNOT be made.

(b) Airline reservations must be made and confirmed with the educator so he/she may complete the 2007 Educator Visit Reservation Form; due to Region Headquarters by **4 May 2007**. Battalions cannot wait to receive the final ITOs before making reservations. Battalions must ensure that a designated Battalion cadre representative is on campus 1-3 business days prior to the educator's departure to verify with the government travel office that the educator's itinerary is actually purchased (by sending the approved ITO to them). Failure to verify this step may cause an embarrassing situation for the

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educator at the airport on the day of travel. Battalions must also ensure that the itinerary with the confirmation code is sent to the Eastern Region POC. Due to security restrictions, without a confirmation code, the educator and the person who made the reservation are the only two individuals who may verify flight information with the government travel office.

(c) Ideally, educators should arrive at Louisville International Airport between 1200 and 1800 hours on 9 Jul 07. Educators will disembark and walk toward the baggage claim area (see Enclosure 3) where they will be met by Educator Visit Officers wearing ACU or BDU uniform. Educators will secure their luggage and then be transported to the hotel.

(4) Travel by POV. Educators may travel by POV if they desire. Educators who do so will be reimbursed at the authorized rate per mile, up to the dollar limit of contracted military airfare, plus the cost of necessary parking fees or other tolls incurred while in a travel status as per travel orders. For purposes of per diem payment, travel time by POV is limited to 400 miles each day. Educators may choose to travel by POV if the travel cost by POV is less than the GTR rate (airfare) between their departure city and Louisville, KY. Educators must retain receipts and ticket stubs to substantiate claims for reimbursement of POV travel expenses.

(5) Departure Travel on 13 Jul 07. Educators are expected to attend the graduation ceremony and a farewell luncheon on 13 Jul, unless unforeseen or extenuating circumstances prevent them from doing so. Educators traveling by plane should not plan on a flight departure time from Louisville International Airport before 1400 hours on 13 Jul 07.

c. Lodging.

(1) Educators. The educators will be lodged at the Holiday Inn Southwest, 4110 Dixie Highway (I-264 at US 31 West), Louisville KY, (502) 448-2020 (www.louisvilleholidayinn.com). Lodging will be paid for by government contract. Spouses/guests of educators staying in educators' rooms will be charged an additional fee for double occupancy. This charge is the responsibility of the educator. Personal phone calls, pay-per-view movies, and meals not provided at government expense will

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be billed to the educator's room and is also their responsibility. Educators planning to arrive prior to 9 Jul or to remain after 13 Jul in the contracted hotel must inform the Region Educator Visit POC as soon as possible, since they may be able to procure additional room reservations at the contracted rate. However, educators are responsible for their room reservations and costs of the room for days outside the 9 - 13 Jul 07 visit.

(2) Military cadre/personnel tasked on the LTC TDA to support the 2007 Educator Visit Committee must contact the POCs **NLT 1 Jun 07** in order to reserve rooms at the contracted rate.

d. Meals. Most meals will be provided to the educators with the exception of dinner at their own expense on the day of travel. Government-provided meals include the following: Continental breakfast included in the hotel contract; Army field rations (MREs) each day for lunch (Days 2-4), and the dinner banquet (Day 3). Therefore, a proportional per diem rate will be paid to educators when travel claims are settled.

e. Attire.

(1) Battalion cadre may issue every educator attending the LTC Educator Visit BDUs/ACUs, one BDU/ACU cap, and one pair of properly fitted boots prior to departing campus. Educators may not be allowed to participate in hands-on training opportunities such as rappelling, stream crossing, high ropes climbing, etc., without BDUs/ACUs. This requirement is to ensure the educator's safety at the training sites so ensure appropriate fit for educators; extended sizes may be available from JROTC units. Name tapes on the uniforms will be left to the discretion of the battalion cadre. Collecting BDUs/ACUs from the educators upon their return to campus is the responsibility of the PMS and his staff. It is not required for educators to wear this uniform throughout their entire visit; civilian attire is allowed.

(2) Training Sites. Attendees will depart for training sites following the morning meal. Conditions at the sites require clothing and footwear that is comfortable, durable, and that can get wet/be soiled. Footwear should consist of comfortable closed-toe walking or hiking shoes/boots. Those who

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may desire to participate in any or all hands-on optional training opportunities involving water should pack a swimsuit/trunks, old tennis shoes, or water shoes. The Fort Knox area can also experience periods of intense heat and humidity in the summer requiring a hat, sunglasses, and lightweight, light colored and loose-fitting clothing. A separate packing list is included (Enclosure 4).

(3) Educator/guest attire for the banquet is coat and tie for men and corresponding dinner attire for women. Uniform for cadre banquet escorts (see next paragraph) is Class A uniform.

6. Battalion Cadre Banquet Escorts.

a. Selection. Ideally, the most senior cadre member serving at LTC during the visit from each educator's school is the banquet escort for that educator. (This is an additional duty--separate from that of the LTC TDA 24/7 Educator Visit Committee mission). This officer/noncommissioned officer should establish contact with the educator prior to departing campus for the summer, and, likewise, reconnect with that educator upon returning to campus. Interaction with the educator, mission permitting, during the Educator Visit banquet provides an opportunity to solidify that relationship and facilitates continued dialogue long after the Educator Visit ends. The LTC Commander requires cadre banquet escorts to attend the dinner banquet on 11 July. Units should review the LTC master training schedule prior to designating an escort to ensure that the cadre member will actually be at LTC 9-13 July 2007. Professors of Military Science who cannot supply an escort for their educator may wish to coordinate with a neighboring battalion or their brigade headquarters to designate an escort in accordance with (IAW) this memorandum.

b. Prior to Leaving Campus. Educator Cadre Banquet Escorts must meet with their respective educators prior to coming to LTC. We want educators to know who their escorts are prior to arriving at Fort Knox for the Educator Visit. They should not meet each other for the first time at the banquet.

c. Arriving at LTC. Cadre Banquet Escorts should check in with the Eastern Region HQs Educator Visit project officer in Building 1468, Marketing Section, S2 Division.

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d. Meal Costs for Cadre Banquet Escorts. The banquet meals are contracted for educators and cadre banquet escorts. Battalion Cadre Banquet Escorts are provided the dinner meal on 11 Jul, at no cost, under this contract and should list that meal as a government-provided meal on their LTC TDY settlement.

e. Cadre selected as Cadre Banquet Escorts must bring and wear their Class A- uniform to the banquet.

7. Reimbursement of Educator Expenses. As soon as possible after returning home from the Educator Visit, educators must complete their DD Form 1351-2 (Mar 2000) and send it, along with supporting documents, to:

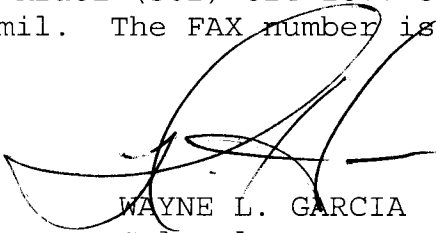
DFAS Travel Pay Operations
ATTN: Dept 3700
8899 E. 56th Street
Indianapolis, IN 46249-3700

The PMS must ensure that a cadre member is available on campus to help the educator complete his/her submission upon return from the Educator Visit. Educators may claim partial per diem for the days of travel, as well as mileage to and from and parking at their home airport. Educators who use POV or commercial taxi travel on 9 and 13 Jul 07 may also claim those expenses.

8. The POC for items required in this MOI is CPT Philip Sacks, (502) 624-1665 or philip.sacks@usacc.army.mil. The overall POC for the visit is Ms. Susan Kratz (502) 624-1677 or susan.leekratz@usacc.army.mil. The FAX number is (502) 624-4096.

FOR THE COMMANDER:

- 5 Encls
1. Sample Schedule
 2. Reservation Form
 3. Airport Map & Reception
 4. Packing List
 5. Region/Brigade Educator Goals



WAYNE L. GARCIA
Colonel, GS
Chief of Staff

Tentative Schedule; 2007 LTC Educator/Nurse Educator Visit

9 July DAY 1	
•	Transportation from Louisville International Airport / Check into Hotel
•	Welcome Social/Icebreaker/ ROTC / LTC Overview
10 July DAY 2 [Subject to Change]	
•	Welcome Breakfast / Travel to Fort Knox
•	Rappelling 3
•	Combat Water Survival Training (1 st Platoon)
•	Lunch (MRE) at Training Site
•	Introduction to tactical individual movement techniques
•	Water operations/ RB15
•	Dinner in Cadet Dining Facility
11 July DAY 3 [Subject to Change]	
•	Breakfast / Travel to Location to be determined
•	Leadership Development Program & ROTC Curriculum Brief
•	Lunch
•	Cadet / Cadre Forum
•	Return to Hotel to prepare for Banquet
•	Educator Dinner Banquet w/ Guest Speaker
12 July DAY 4 [Subject to Change]	
•	Breakfast / Travel to Fort Knox
•	Stream Crossing
•	Climbing Complex
•	Lunch (MRE) at Training Site
•	Leadership Panel
•	Observe Cadet Bold Leader Field Training Exercise
•	Tour Cadet Barracks
•	Dinner in Cadet Dining Facility
13 July DAY 5	
•	Breakfast / Checkout of Hotel / Travel to Fort Knox
•	Cadet Company Graduation Ceremony @ Brooks Field
•	Outdoor Reception / Tour static equipment displays
•	CDR's Farewell / Educator Graduation/ Lunch
•	Transportation to Airport

Nurse Break- Out Session (Civilian Attire)
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Reservation Form - 2007 LTC Educator/Nurse Educator Visit

Army ROTC Leader's Training Course Educator Visit 2007 @ Fort Knox, KY
(To Be Completed By Invited Educator and PMS and then Submitted to Eastern Region S2 POC)

1. I was invited to visit the 2007 ROTC Leader's Training Course Educator Visit by:

(Fill in cadre name) _____

2. I understand that (fill in ROTC cadre's name) _____ will be my cadre banquet escort for the banquet during the visit.

3. Personal Information: My name _____

(Title)

(First)

(MI)

(Last)

My university or college _____

My Position/Department/Office _____

I can be reached at (email and/or phone) _____

My address/email/fax number after June 1st _____

The phone number that I may be reached at on my day of travel to Fort Knox: _____

4. Guests: I understand I may bring guests at my expense. Expenses include a hotel surcharge, all meals and social functions, and all transportation costs. **I Will / Will Not (circle one) bring a guest with me to the Educator Visit**

My guest is (full name and relationship to you) _____

My guest (if applicable) WILL / WILL NOT (circle one) attend the dinner banquet with me on Day 3

My guest (if applicable) WILL / WILL NOT (circle one) attend the symposium on Day 3 with me.

5. Travel: I understand that military invitational travel orders must be prepared for me in order to travel at US government expense. To that end, I provide my Social Security Number: _____

I will begin travel from (for most visitors, this will be your home address): Address: _____

City _____

St _____

Zip _____

6. I also understand that the US government will still pay for my travel to/from the Louisville, Kentucky, area even if I arrive earlier or depart later than the dates of the educators' visit in order to vacation in the area. If I choose to do this, I understand that I am responsible for all my expenses incurred outside the days and times of the LTC visit.

I DO / DO NOT (circle one) plan to take advantage of this option.

My travel plan is to travel by (circle one) PLANE / TRAIN / MY CAR from _____ (origin) starting on (date) _____.

I will arrive at (circle one) Louisville Airport / Holiday Inn Southwest at (time) _____

AM/PM aboard (airline and flight #) _____

I plan to depart the Louisville area on (date and time) _____

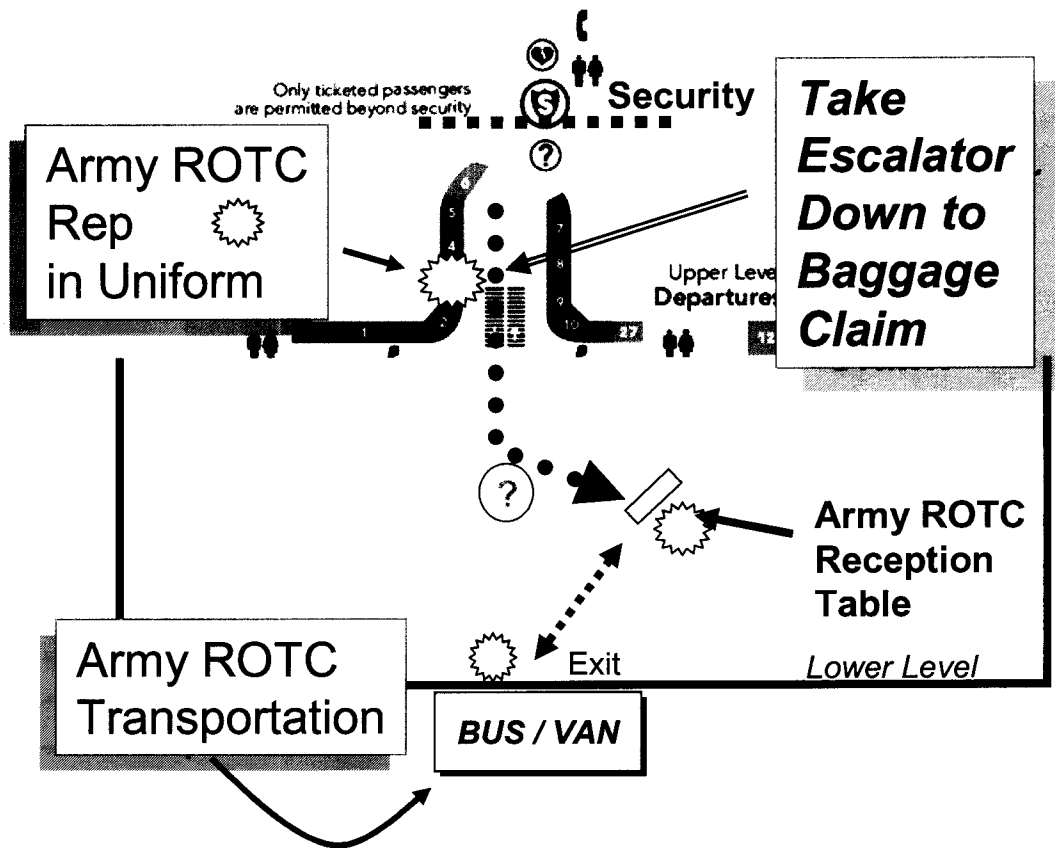
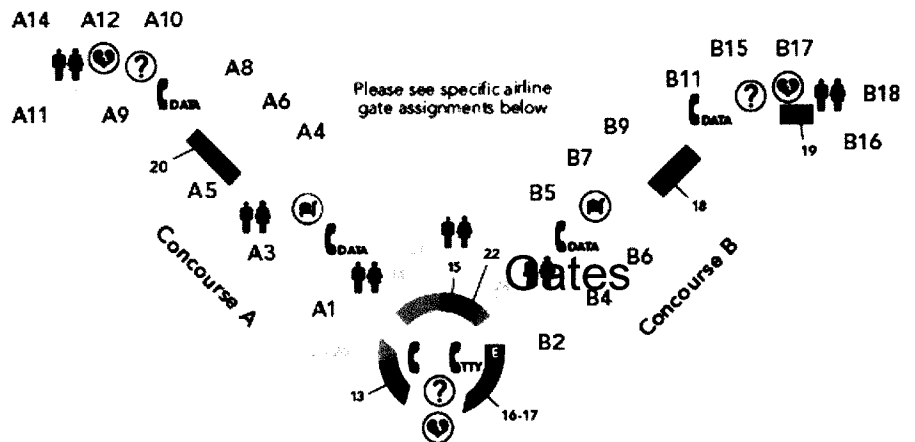
upon completion of the Educator Visit.

7. I have special needs/concerns YES / NO (circle one); If yes, explain required accommodations on the back of this sheet.

(Educator signature)

KEY

- Flight Information
- Information Center
- Baggage Claim
- Baggage Carts
- Security Checkpoint
- Automatic Electronic Defibrillator
- Restrooms
- Phone
- Food/Drink
- Services
- Shopping
- Ticketing
- Rental Cars
- Lost Baggage Claim
- Elevator
- Escalator/Stairs



Not to Scale

Educator Visit Packing List

- Three sets of lightweight “BDUs” or ACUs”, 1 BDU/ACU cap and 1 pair of boots issued to the Educator by the Army ROTC Battalion cadre; nametapes are optional. Boots should be tried on at time of issue to ensure proper fit. This clothing will be worn during any optional hands-on training opportunity during the visit. This clothing should be packed even if an educator is unsure if he/she wants to participate in hands-on training.
- Comfortable casual clothing and footwear. Full-length pants and long sleeve shirt for wooded areas where insects such as ticks may be prevalent.
- Swimsuit for participation in hands-on cadet training events that involve water. Old tennis shoes or water shoes for educators who will participate in cadet training events that involve lake water.
- Closed-toe shoes for comfort walking in areas containing loose gravel and/or uneven surfaces. Sturdy closed-toe shoes (hiking boots, athletic shoes, etc.) for participation in hands-on events such as rappelling.
- Sunglasses, hat and camera (optional).
- Prescription medicines and glasses (as required).
- Personal Sunscreen.
- Coat & tie and/or suitable dress for dinner banquet.
- Save extra room in your baggage for souvenir items for the return trip.

Wet weather tops/Ponchos will be provided for inclement weather. Bug repellent will be provided for wooded areas where insects may be prevalent.

Brigade Allocations; 2007 LTC Educator/Nurse Educator Visit

Eastern Region	Educator Goal	Nurse Educator Goal
1 st Brigade	6	4
2d Brigade	6	4
3d Brigade	6	4
4th Brigade	6	4
5 th Brigade	6	4
6 th Brigade	6	4
7 th Brigade	6	4
ER Total	42	28
Western Region		
8 th Brigade	6	4
9 th Brigade	6	4
10 th Brigade	6	4
11 th Brigade	6	4
12 th Brigade	6	4
13 th Brigade	6	4
14 th Brigade	6	4
WR Total	42	28
CC Total 140	84	56